

## **Alan T. Belasen, Ph.D.**

**23 Fairfield Drive**

**Voorheesville, NY 12186**

**(518) 765-3072 (home) (518) 391-9571 (mobile)**

**800-847-3000 ext. 2274 (office) 518-587-9760 (fax)**

***alan.belasen@esc.edu***

### **Current Position**

Chair, MBA Program, SUNY-Empire State College

Professor of Management

### **Education**

Ph.D. University at Albany, NY, 1987.

MA (with distinction) Hebrew University, Israel, 1981.

BA, (with distinction) Hebrew University, Israel, 1979.

### **Academic Experience with Management Education**

- MBA Program, SUNY-Empire State College
- MBA program, School of Management, Union Graduate College, Schenectady, NY
- Department of Communication, University at Albany
- Business Policy, SUNY-Empire State College
- Hauptmann School for Public Affairs, Park University
- Graduate School of Public Affairs, Rockefeller College, SUNYA
- Department of Public Administration, Hebrew University

### **Administrative Leadership**

#### **Consulting and Executive Development**

- Developed corporate communication educational program for managers and professionals, Petrobras, Rio de Janeiro, Brazil (2009).
- Founded [www.mastermanagement.com](http://www.mastermanagement.com), a consulting group engaged in the development of research and consulting programs in the areas of corporate communication, managerial competencies, personality traits, and audits of organizational culture (2001-2008).
- Conducted numerous communication audits for business, government, and academic institutions (list upon request). Audits included communication systems and practices, organizational culture, leadership roles, communication competencies, and message orientations (1995-2008).

- Consultant, Belasen & Faerman Associates; specialized in organization and management development; Competing values skill assessment; personal coaching; and organizational improvement processes (1999-2001).
- Developed and implemented approximately 200 executive retreats for mid-level managers and top executives across several industries and government agencies. Topics included: assessment and development of managerial competency, aligning executive skills with business strategies; leadership communication; total quality management tools; and continuous improvement processes, Research Foundation, SUNYA (1990-1994).
- Facilitator/trainer, management development, Professional Development Program, trained management development trainers and delivered workshops for managers in competency tools; facilitated strategic planning sessions (1989-1993).
- Educational consultant, Public Service Training Program (a consortium of NYS, Government Office of Employee Relations, Public Employee Federation, and SUNYA). Designed and delivered competency curriculum to 500 NYS public managers in the area of HRM, power and influence, planning and control, change and development (1988-1992).
- Consultant, Executive Decision Services; designed and delivered supervision programs to managers and professionals in a variety of organizations, public and private (1987-1992).
- Coordinator, Executive Education, Senior Civil Service, Israel. Helped develop and run executive retreats, tutored career and political executives (general managers of public offices and CEOs of quasi governmental corporations) in leadership and administrative behavior, and public management best practices; worked closely with professor Mailik, NYU, Dept of Public Admin to improve the modular structure as the platform for the Senior Staff College of the ICSC (1979-1982).

### **Academic Program Development**

- Designed and implemented the competency-based Forum Management Program at Empire State College for managers seeking college degree (B.S.) in business management. Wrote the curriculum (10 course syllabi in total) and developed the trained capacity of 6 professors to teach and evaluate the competency of adult learners. Supervised the program and helped sustained its growth through marketing and outreach efforts including on-site visits, information sessions, development of marketing brochures, and presentations for sponsored employers (Empire State College, 1994-1998).
- Designed and implemented the outcome assessment measurement for the FORUM Management Education degree program. Develop a continuous improvement process that helped improve curricular offerings based on the results of the outcome assessments (1995-1998).
- Designed and supervised the development, production, and distribution of *Management Development Forum* (MDF), a peer-review international journal. Served as the founding editor of MDF; recruited 70 reviewers from

universities around the world and a database of about 2,000 subscribers including HR directors and top corporate executives. MDF was geared toward the development of new knowledge in the area of managerial competency and leadership effectiveness; converted the journal into an online journal in 2000. See: [www.esc.edu/mdf](http://www.esc.edu/mdf) (1998-2001).

- Designed and implemented a **competency-based MBA program for executives** seeking advanced degrees in business administration. Directed the development of the curricular design, recruited and trained faculty (all with doctorate degrees in relevant fields). Designed the assessment program to measure the competency level of participant managers. **Grew the program from 20 new students/year to approximately 250 by reorganizing the curriculum:** first by reducing the overall number of credits from 60 to 48 (2003); second, by streamlining the sequence of studies and developing the flagship course: *Executive Assessment and Development* (2004); third, restructuring the curriculum based on the accreditation requirements (2007). Recruited 15 plus professors (all with doctorate degrees), oversaw the curriculum development across the range of their disciplines, and evaluated both their performance and program outcomes See: [www.esc.edu/mba](http://www.esc.edu/mba) (1999-2008).
- Designed and implemented a dual degree, MBA program between Anadolu University and SUNY-Empire State College. The venture included the development of shared understanding between the two faculties, curricular design that leveraged the strengths of both parties to the agreement, development of pedagogical strategies, on-line modes of delivery, executive retreats in Istanbul, admissions criteria, and methods for evaluating students' performance. See: <http://emba.anadolu.edu.tr> (2003-2008).
- Chaired the Assessment of Student Learning at the School of Management, Union Graduate College. Developed, redesigned, and streamlined methods for data collection, prepare the analysis, reports, and presentations of findings for numerous audiences including faculty, college administrators, and external reviewers (2005-2008).
- Initiated the accreditation effort of the competency-based MBA, Empire State College, through IACBE. Developed and implemented the MBA curriculum/staffing plans for 2007/2010 including hiring and training P/T and F/T faculty in core and blended MBA courses (2007-09).

### Awards

- Susan H. Turben Award for Excellence in Scholarship, SUNY-ESC, 2004.
- Outstanding Reviewer Award, *Academy of Management, Management Development and Education*, Denver, CO, 2002.
- Outstanding Reviewer Award, *Academy of Management, Management Development and Education*, Washington, DC, 2001.
- The 1986 Honors Convocation Award for Academic Excellence, in Recognition of Outstanding Scholarly Achievement, University at Albany, 1987.

- Benevolent Association Award, The Nelson A. Rockefeller College of Public Affairs and Policy, 1986.
- The Wolfson Foundation Award for doctoral students abroad, Hebrew University, 1983.

## **Publications and Professional Recognition**

### **Study Guides and Supervision Curriculum/Management Education**

- Belasen, A. T. (2007). A comprehensive Instructor's Manual for: *The Theory and Practice of Corporate Communication: A Competing Values Perspective*, CA: Sage Publications.
- Belasen, A. T. (1993). *The Organizational Environment of Public Managers*, Executive Decision Services Inc. Albany, NY.
- Belasen, A. T. & Schuman, S. (1993). *Tools for Supervisors: Planning, Scheduling, and Resource Allocation*, Executive Decision Services, Inc. ny, NY.
- Belasen, A. T. (1992). *Strategic Planning in a Changing Environment*, Executive Decision Services, Inc. Albany, NY.
- Belasen, A. T. (1992). *The Manager's Introduction to Total Quality Improvement*, Executive Decision Services, Inc. Albany, NY.
- Belasen, A. T. (1991). *Building High Performance Teams: Self-Direction and Leadership Roles*, Executive Decision Services, Inc. Albany, NY.
- Belasen, A. T. (1990). *Work Teams and Teambuilding -- Improving Teamwork through Role Analysis, Communication, and Problem Solving*, Executive Decision Services Inc. Albany, NY.
- Belasen, A. T. (1989). *Essentials of organizational performance*, SOMTAD, University at Albany in consortium with *Academy for Educational Development*, Inc. Arthur D. Little, Inc.
- Belasen, A. T. (1989). *Working with individuals and groups*, SOMTAD, University at Albany in consortium with *Academy for Educational Development*, Inc. Arthur D. Little, Inc.
- Belasen, A. T. (1988). *Essentials of human resource management*, SOMTAD, University at Albany in consortium with *Academy for Educational Development*, Inc. Arthur D. Little, Inc.
- Belasen, A. T. (1988). *Organizing and planning for the work unit*, SOMTAD, University at Albany in consortium with *Academy for Educational Development*, Inc. Arthur D. Little, Inc.

### **Keynote Speaker**

- Belasen, A.T. (2008). Explaining the field of corporate communication: Practical and theoretical implications. Fairleigh Dickinson University (FDU).
- Belasen, A. T. (2007). Building a sustainable startup, Entrepreneurship Seminars, Union College.

- Belasen, A. T. (2006). Aligning executive skills with business strategies, Entrepreneurship Seminars, Union College.
- Belasen, A. T. (2004). Management theories and competing values, Faculty Lecture, ESC, All College.
- Belasen, A. T. (1997). Human resource managers' perceptions of the educational and learning needs of middle managers during corporate downsizing, Board of the Capital Region Human Resource Association, Albany, NY, February.
- Belasen, A. T. (1997). Enhancing management learning and development through distance education, Saratoga Springs Rotary Club, August.
- Belasen, A. T. (1996). Aligning competencies with business strategy: A human resource perspective, Albany Area Employer Committee of the NYS Department of Labor.
- Belasen, A. T. (1995). Organizational cultures and transformation, Department of Communication, UA.

### Newspaper Interviews

- *Times Union*, May 27, 2006: New York firefighter and partner create invention aimed at saving firefighters' lives
- *Schenectady Gazette*, April 23, 2006: Well-rounded business plan combining entrepreneurial spirit, passion for major is Union's blueprint for success
- *Times Union*, September 2, 2005: Katrina makes for a rough start to college
- *Times Union*, July 11, 2004: A bold venture begins a volunteer fireman and his partner are entering the business world with an invention aimed at saving firefighters' lives
- *Times Union*, June 23, 2003: Mobility is calling
- *Business Review*, February 21, 2003: College courses offer basics for dealing ethically in business
- *Times Union*, October 31, 1996: Family central most parents and kids rely on a nerve center communications port to keep themselves focused
- *Times Union*, September 30, 1995: Morale is a victim as worry rules workplace
- *Times Union*, June 18, 1995: *Cuomo stumbles in radio trial run*

### Reviewer

- The Journal of Health Administration Education
- Management Communication Quarterly
- Group & Organization Management
- Journal of Managerial Psychology
- Atlantic Journal of Communication
- International Journal of Leadership and Organizational Development
- International Journal of Corporate Communication
- Group Facilitation Journal

- Journal of Management Education
- Academy of Management, Management Education and Development
- Academy of Management, Organization and Management Theory
- Academy of Management, Public and Nonprofit Sector Division
- Academy of Management, Org Communication & Information Systems
- Administrative Science Quarterly
- Management Development Forum
- International Journal of Organizational Analysis

### Work in Progress or Under Peer Review

- Message Orientations in Downward Communication during Organizational Transitions (Submitted to the *Atlantic Journal of Communication*, 2009). With Nancy Frank.
- Competing Values Leadership: Explaining the Paradox of the Glass Ceiling (Submitted to *Leadership Quarterly*, 2009). With Nancy Frank
- Leadership competencies in health care systems, with Martin Strosberg and John Huppertz
- *Confident Leadership*, book project (Praeger Publishers, expected date 12/10)

### Books

- Belasen, A. T. (2008). *The Theory and Practice of Corporate Communication: A Competing Values Perspective*, CA: Sage Publications.
- Belasen, A. T. (2000). *Leading the learning organization: Communication and Competencies for Managing Change*, SUNY Press.

### Journal Articles/Book Chapters/Conference Contributions

- Belasen, A. T. & Rufer, R. (2010). Meeting the Diversity Challenge: Using the Competing Values Framework to Design Responsible Business Education, in Paludi, M. Ed. *Women as Transformational Leaders: From Grassroots to Global Interests*. Praeger iPublishing
- Belasen, A. T. & Huppertz, J. (2009). Designing and Implementing A Mission-Driven, Student-Centered Assessment Program, *The Journal of Health Administration Education*. Winter, pp. 5-26.
- Belasen, A. T. (2009). Student engagement: Innovative approaches to make it happen, Academy of Management, Chicago.
- Belasen, A. T. & Frank, N. M. (2008). Competing values leadership: Quadrant roles and personality traits, *Leadership and Organizational Development Journal*, Vol. 29(2), pp. 127-143.
- Belasen, A. T. & Frank, N. M. (2008). Competing Values Framework for Corporate Communication: Theoretical and Practical Implications. *Academy of Management, Organizational Communication and Information Systems*, Anaheim, California, August.

- Frank, N. M. & Belasen, A. T. (2008). Feminist competing values Leadership: An investigation of roles played by men and women. In Michele Paludi, Ed., *The Psychology of Women at Work*, Praeger, pp.101-118.
- Huppertz, J. H. & Belasen, A. (2008). Assessment of Learning Goals: Using the Data for Continuous Improvement. The Association of University Programs in Health Administration Conference, Washington, DC.
- Frank, N. M & Belasen, A. T. (2008). Roles women transform, roles women play. *Academy of Management, Management Education and Development*, Anaheim, California, August.
- Belasen, A. T. & Rufer, R. (2007). Building a competency-based MBA from the ground up: Curriculum design and program delivery, Best Paper, *Proceedings*, pp. 1-6, *Academy of Management*, Philadelphia.
- Belasen, A. T. (2007). Session chair and reviewer, Leadership Development: Insights from theory and practice, *Academy of Management*, Philadelphia.
- Belasen, A.T. (2007). Influence and responsibility: Expanding roles, relationships, and requirements, Association for Business Communication, Washington, DC.
- Belasen, A. T. (2006). Roundtable discussions on models of corporate communication, *Academy of Management*, Atlanta.
- Belasen, A. T., & Frank, N. M. (2005). Roles managers play: A deeper look at the Competing Values Framework, *Academy of Management*, August, Hawaii.
- Belasen, A. T., & Frank, N. M. (2004). The perceptions of human resource managers of the shifting importance of managerial roles in downsizing organizations, *International Journal of Human Resources Development and Management*, Vol. 4(2), 144 – 163.
- Belasen, A. T. (2002). Making Connections—Integrating theory and practice in management education and development, a response paper presented to the *Academy of Management, Management Education and Development* session on Applying Learning Organization Principles through Interdisciplinary Teaching, Denver.
- Belasen, A. T. (2001). Sustaining competitive advantage through workforce diversity. *Management Development Forum*, Vol. 3(1), pp. 1-5.
- Belasen, A. T. (2001). Session chair and reviewer, Innovative pedagogical design in management education, *Academy of Management, Management Development and Education*, Washington, DC.
- Belasen, A. T. (2000). Strengthening personal and organizational capacity. *Management Development Forum*, Vol. 2(2), pp. 1-5.
- Belasen, A. T. (2000). A competency-based MBA rooted in the Competing Values Framework: One institutional response to failures of traditional management education (written with Michael Fortunato). *Academy of Management, Management Development and Education Division*, Toronto.
- Belasen, A. T. (1999). Non-directive change: Leveraging the collective intelligence of organizational members. *Management Development Forum*, Vol. 2(1), pp. 5-20.

- Belasen, A. T. (1998). Paradoxes and leadership roles: Assessing and developing managerial competencies. *Management Development Forum*, Vol. 1(2), pp. 73-98.
- Belasen, A. T. (1998). The Competency Tools & Applications Conference, Interactive session presentations, Toronto Ontario.
- Belasen, A. T. (1997). An application of the competing values framework to self-managed teams. In Rahim, A. M., Golembieski, R. T., & Pate, L. E. (Eds.), *Current Topics in Management*, Vol. 2, (79-111). Greenwich, CT: JAI Press Inc.
- Belasen, A. T. (1997). Discussant, Designing competency tools for effective management, *Organization Theory/Human Resources Management track of the Fourth Biennial International Conference on Advances in Management*. Toronto, Canada (July).
- Belasen, A. T., Benke, M., and DiNitto, A. (1996). Competency-based management education: Challenges and methods in teaching adult learners, In Laurie N. DiPadova, Ed., the Instructional Guide to Quinn, et al.'s book: *The Master Manager*.
- Belasen, A. T., Benke, M., DiPadova, L. N., and Fortunato, M. V. (1996). Downsizing and the hyper-effective manager: The shifting importance of managerial roles during organizational transformations", *Human Resource Management Journal*, Vol 35 No 1, pp. 87-118.
- Belasen, A. T. (1996). Understanding leadership roles and communication processes in self-managed teams -- A not so trivial pursuit, published in the conference Proceedings, Third Biennial *International Conference on Advances in Management*, Vol. 3), Framingham, MA, June.
- Belasen, A. T. & Shadle, C. (1996). Part one of an outcomes study: Implications for management education. In *Visions and Revisions*, 16th Annual Alliance/Ace Conference, An Association for Alternative Degree Programs for Adults and the American Council on Education, pp. 202-212, October.
- Belasen, A. T. (1996). Chaired the Organizational Behavior/Leadership track of the Third Biennial International Conference on Advances in Management, Framingham, MA, June.
- Fortunato, M. V., Belasen, A. T., DiPadova, L. N., and Hart, D. (1995). Relevance, accountability, and competencies in management education, *Journal of Business*, winter.
- Belasen, A. T. (1995). A framework for identifying managerial skills and competencies for self-improvement; presented and facilitated audience discussion, International Quality & Productivity Center, Chicago, May.
- Belasen, A. T. (1994). Leadership roles and patterns of communication in self-directed work teams, presented at the Annual Convention of the Eastern Communication Association, Washington DC, April.
- Belasen, A. T. (1994). Strategic quality planning--presented and facilitated a roundtable discussion, Quality Forum Network Meeting, University at Albany.

- Belasen, A. T. (1993). High-speed management and the role of teamwork, paper presented (and moderator) at the Graduate Student Perspectives in Communication conference sponsored by Howard University, Central Connecticut, and SUNYA.
- Belasen, A. T. (1993). The Quality Forum meetings, round table discussions, Rockefeller Institute of Government, Albany, NY.
- Belasen, A. T. (1992). TQM in Higher Education, round table discussions, GOAL/QPC, Methuen, MA.
- Belasen, A. T. (1989). Inter-organizational relations in regulated industries, paper presented at the Quality of Life Studies in Marketing and Management, Virginia Polytechnic Institute, Blacksburg, VA.
- Belasen, A. T. (1988). *The New York State Returnable Beverage Container Law: Economic effects, industry adaptation, and guidelines for improved public environmental policies*, The Nelson Rockefeller Institute of Government Publication Series.

### University Publications/Presentations

- Belasen, A. T. & Rufer, R. (2007). Fitting the program to its context: Designing the MBA for adult learners, *ESC, All College*.
- Belasen, A. T. (2005). Management theories and leadership roles: A deeper look at the Competing Values Framework, *All About Mentoring*.
- Belasen, A. T. (2004). Life of the graduate mind: A talk about bridging the boundaries of scholarship, mentoring, discipline, and profession, panelist, *ESC, AAOS*.
- Belasen, A. T. (2004). Assessment in the major: What did we learn, what should we do? Panelist, *ESC, AAOS*.
- Belasen, A. T. (2004). On-line environment: Mentoring across boundaries, Panelist, *ESC, AAOS*.
- Anderson A., & Belasen, A. T. (2003). Doing much more with about the same: How much do you grow your personal productivity without losing your humanity in harsh budget time? *ESC, All College*.
- Belasen, A. T. (2003). The on-line experience, *Graduate Studies Retreat*, Albany, June.
- Belasen, A. T. & Frank, N. (2002). Interdisciplinary collaborative research, *ESC, All College*.
- Belasen, A. T. (2002). The MBA Program: Curriculum design, *Exchange*.
- Belasen, A. T. & RynaMann, D. (2000). Innovative uses of distance technology in management education, *ESC, All College*.
- Belasen, A. T. (1999). Management Development Forum in cyberspace. *Exchange*.
- Belasen, A. T. (1997). The transformation of the middle line. *FORUM/ESC Chronicle*, pp. 69-88.
- Belasen, A. T. (1997). Competing values and competency-based management, *Exchange*, (January 9).

- Belasen, A. T. (1996). The new managerial discourse: Integrating the rationalistic and humanistic principles in managing organizations, *FORUM/ESC Chronicle*, pp. 31-43.
- Belasen, A. T. (1996). Information technology and high-speed management: A panacea? *FORUM/ESC Chronicle*, pp. 25-36.
- Belasen, A. T. (1995). Mario Cuomo: Does he walk his talk? *FORUM/ESC Chronicle*, pp. 23-26.
- Belasen, A. T. (1995). Learning and competencies in management education, *FORUM/ESC Chronicle*, pp. 71-81.
- Belasen, A. T. (1994). Mentor role variability and mentor versatility, *FORUM/ESC Chronicle*, fall.
- Belasen, A. T. (1994). Mentor role variability and mentor versatility: Some implications for selection and development, *All About Mentoring*.

### **Service and Professional Associations**

#### **University Service**

- Senator: 2003-2009
- Faculty Chair, Center for Graduate Programs: 2005-2009
- Chair, MBA: 2004-2009
- Member, ESC Excellence in Scholarship Committee – 2005-2007
- Member, Strategic Planning Committee, CGP: 2004-current
- Member, President's CGP Strategic Planning Group: 2006
- Chair, GSC: 2003-2004
- Member, BM&E Assessment in the Major: 2003
- Co-chair, Faculty Conference: 2002–2003
- Member, Mentoring Institute: 2002
- Member, Joint ESC/AU planning group: 2002-2003
- Member, AAOS Planning Committee: 2002
- Member, Search Committees (various): 2002-2003, 2005-2007
- Member, Plagiarism/Academic Integrity Group: 2001-2002
- Co-chair, Business, Management & Economics: 2000-2002
- Member, Information Systems Group: 2001-2002
- Member, AOS Review: 2000
- Chair-on-rotation, Academic Review Committee: 2000 – current
- Member, FORUM Advisory Board: 1994-1999
- Member, Academic Personnel Committee: 1999
- Member, E-zine Committee: 1999
- Member, Educational Technology Focus Group for BME: 1999
- Member, Strategic Planning Committee--International Programs: 1997-1998
- Chair, State Wide FORUM Outcome Assessment: 1996-1998
- Member, Organizational Behavior Outcome Assessment Group: 1997
- Member, CAPDEV Marketing Group: 1995-1996

- Member, Center Personnel Committee (CWP): 1998-1999
- Member, MBA Development Group (CWP/GS): 1996-1999
- Member, Strategic Planning Committee (CWP): 1997-1998
- Co-chair, Professional Development Committee (CWP): 1996-1998
- Member, the ETS Competency Project (CWP): 1995-1996
- Member, SWF: 1995-1998
- Chair, Marketing Group (F/E): 1994-1999
- Chair, Strategic Planning Committee (F/E): 1996-1997
- Chair, Competency-based Management Education (F/E): 1995-1999
- Member, Curriculum Committee (F/E): 1994-1998
- Member, Assessment Committee (F/E): 1994 – 1999

### **Academic Service**

- Park University, Hauptmann School for Public Affairs—Supported the on-line curriculum and delivery of leadership development.
- Union College—Provided expertise to the Fundamental of Business and Entrepreneurship Program in support of students' concept projects.
- University at Albany, Department of Communication—Participated in the evaluation of the graduate program core area in organizational communication and designed electives for graduate courses including “Communication audits within organizations,” “Leadership Communication,” and “Corporate Communication: Theory and Practice.”
- Rockefeller College, Graduate School of Public Affairs—Participated on a doctoral committee for the Ph.D. thesis: “Effective leadership behavior: Competing values and objective outcomes in selected municipal departments.”
- Capella University, School of Business—participated on a doctoral committee for the Ph.D. thesis: “Institutional isomorphism and the New York Stock Exchange.”
- RPI—Supported the activities of Young Actors Guild
- Temple Israel, Hebrew School—Supported the Hebrew School curriculum and learning activities; taught conversational Hebrew to two study groups of school-aged children
- Schenectady Midrasha—Taught ethics and cultural sensitivity to high school students
- United States Tennis Association—Treasurer of the Albany section of the Northeast Tennis Association
- World Team Tennis—Captain and team coordinator
- Guilderland Youth Soccer league—Soccer coach

### **Professional Associations/Institutional Membership**

- Academy of Management-Organization & Management Theory
- Academy of Management-Management Education & Development

- Academy of Management-Organizational Communication and IS
- Association for Business Communication
- Society for Human Resource Management (SHRM-CRHRA)
- American Society for Public Administration
- The Association of University Programs in Health Administration